DoD MWR Customer Satisfaction Results

2009

Survey Methodology

Survey Respondents

- 24,920 interviews were completed and used for analysis.
  - The resulting confidence interval is +/- 0.2 at 95% level of confidence.
- Interviews were conducted via the web July 29th to August 28th.
- All respondents were active duty Service members.

	Responses	Proportions (before weighting)	Proportions (after weighting)
Air Force	9,896	40%	23%
Army	3,916	16%	38%
Marine Corps	5,007	20%	14%
Navy	6,101	24%	25%
Total Responses	24,920	100%	100%

- Results were weighted based on the Authorized Troop Strength per the National Defense Authorization Act.

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Respondent Profile

- 81% CONUS, 19% Overseas
- 84% Male, 16% Female
- 75% White, 14% African American
- 70% Enlisted, 26% Officer
- 67% Married, 26% Single, 7% Joint Service
- 58% Have children under age 20
- 33% Under 30 yrs, 42% 30 to 39 yrs, 25% 40 yrs & over
- 20% Less than 5 yrs Active Duty, 19% 5 to 9 yrs, 41% 10 to 19 yrs, 20% 20 & over
- 10% Currently Deployed, 60% Previously Deployed, 30% Never Deployed

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Respondent Profile

Time at Current Installation	Total
Less than 3 months	9%
3 months to less than 6 months	7%
6 months to less than 1 year	14%
1 year or more	71%

Installations Stationed at	Total
First	11%
2 to 5	51%
6 or more	38%

Residence	Total
Off-installation	69%
On-installation	31%

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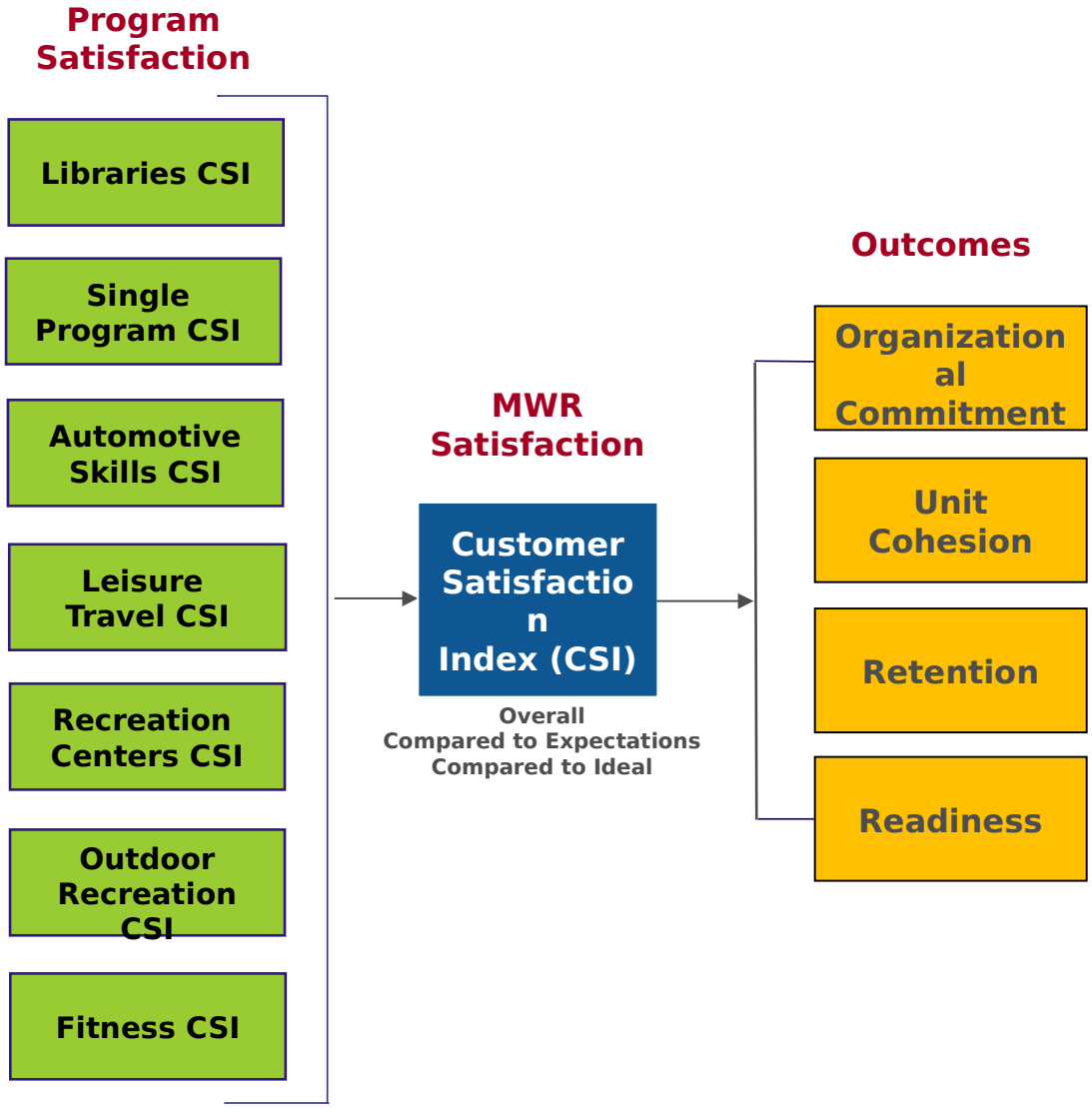
DoD MWR CSI Model



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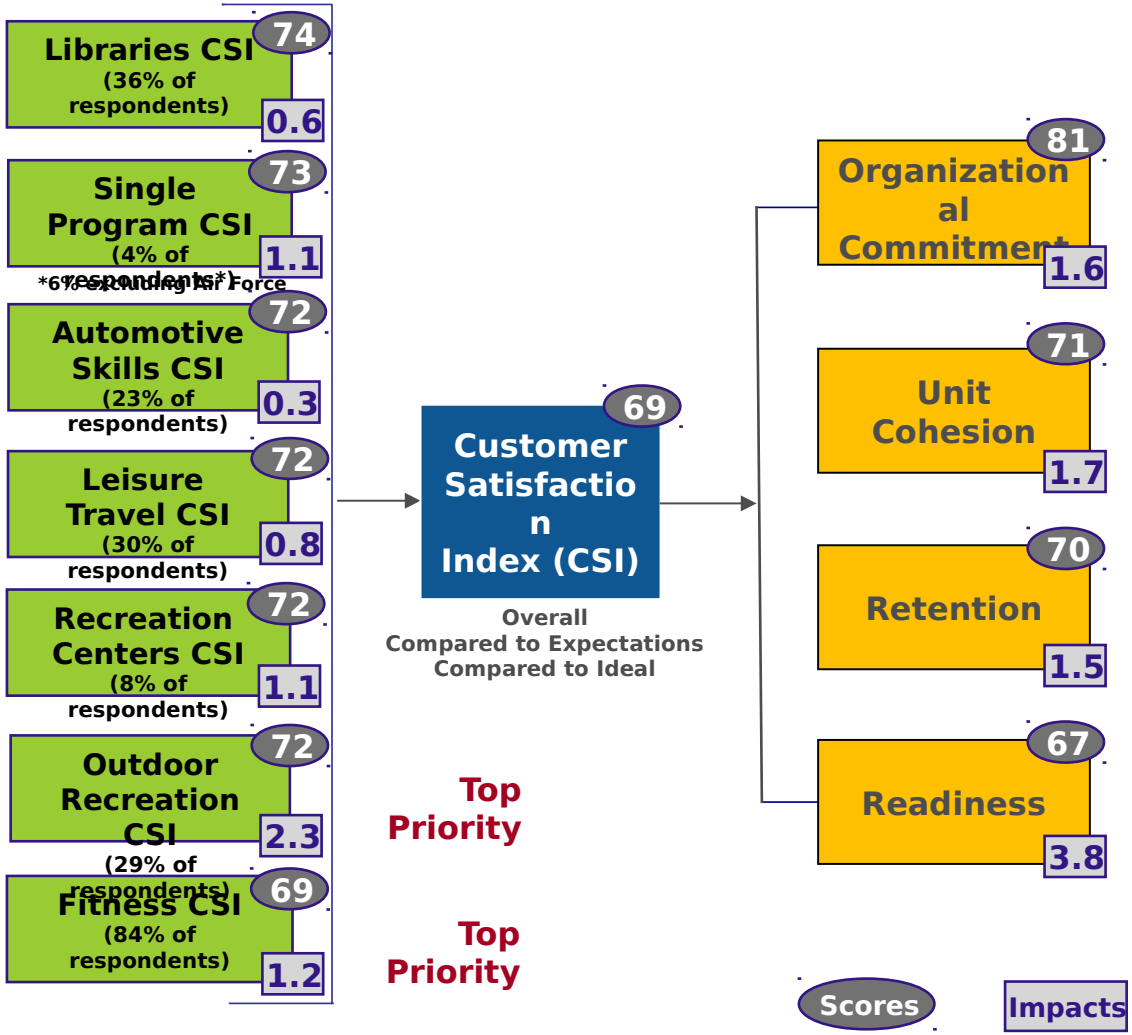
DoD MWR CSI Model



Within the context of this study, scores in the 60s are characterized as "fine but could use work," the 70s as "good job but keep working on it" and the 80s as "excellent - keep it up."

At the program level, as well as MWR CSI, scores in the mid-70s are expected.

It is unlikely that any program will or should achieve a score greater than 85.

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Calculating Impacts
A Simple Conceptual Example for a Mazda Miata

	Interior (leg room, head room, seat comfort, etc.)	Handling (highway, snow, etc.)	Brakes (reliability, durability, etc.)	Etc.	CSI (overall, v. expectations, v. ideal)
Pam	8	4	9	…	7
John	5	7	10	…	4
Carol	3	6	9	…	2
Impact	***High***	***Low***	***Low***	…	

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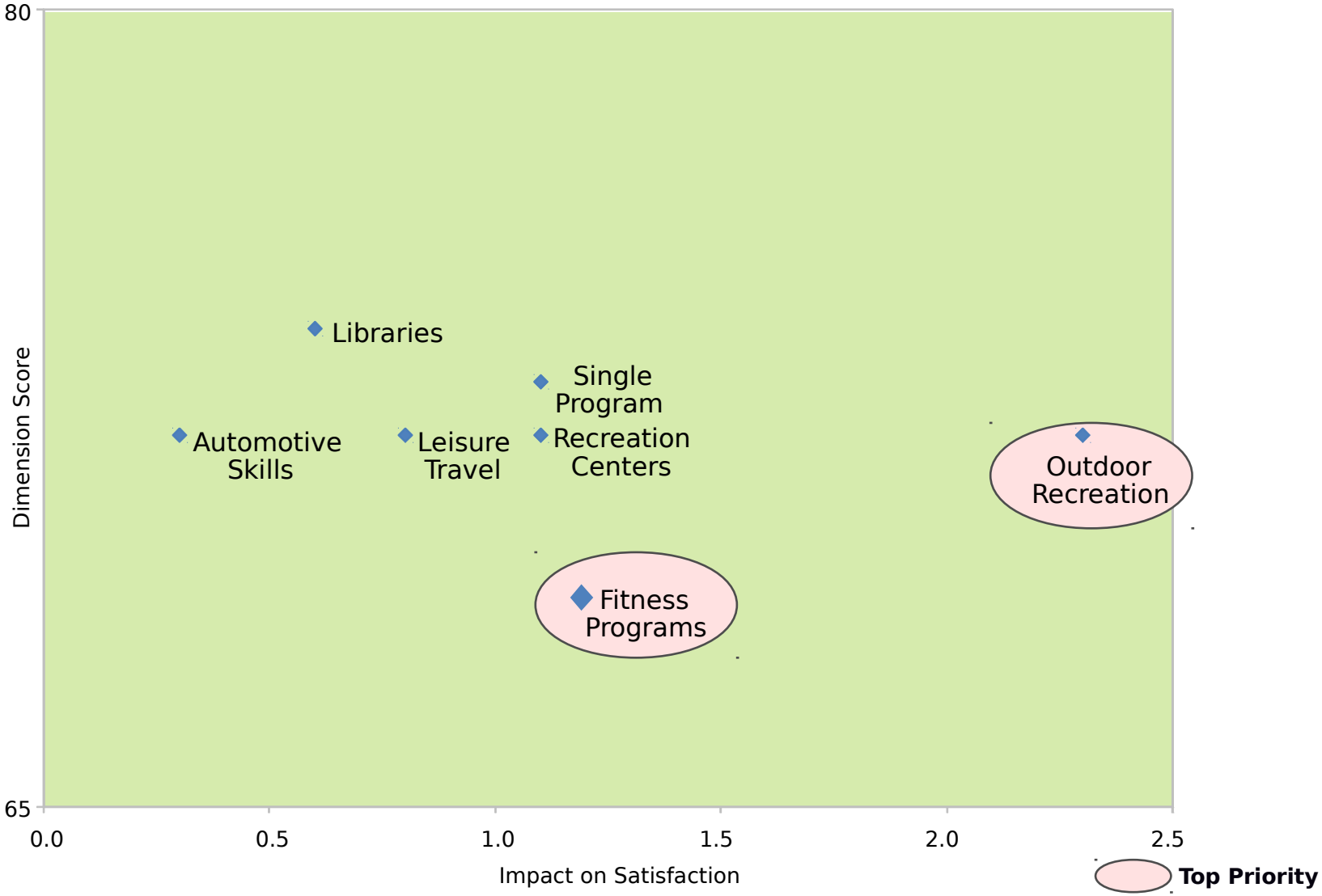
DoD MWR Priority Matrix



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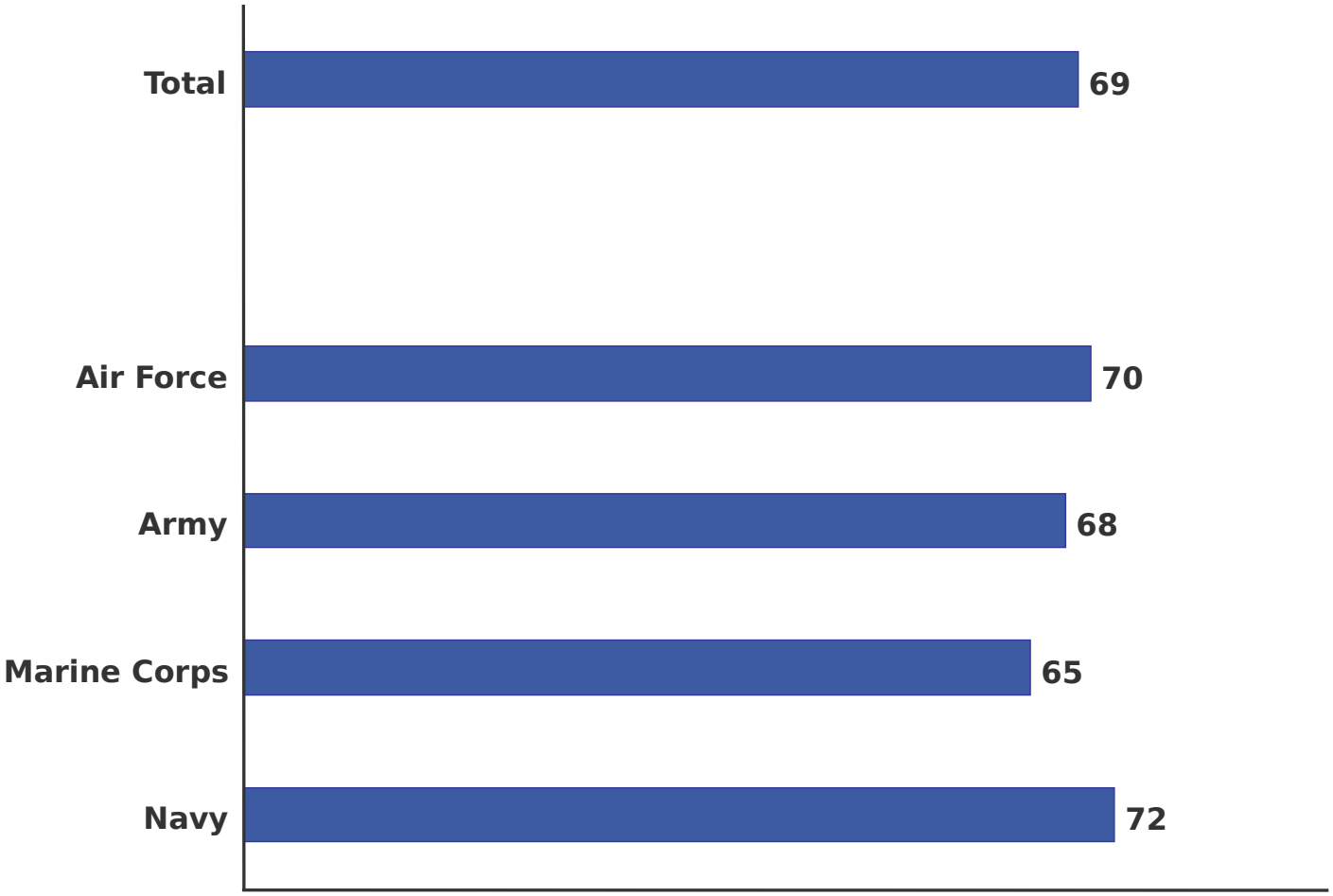
MWR CSI



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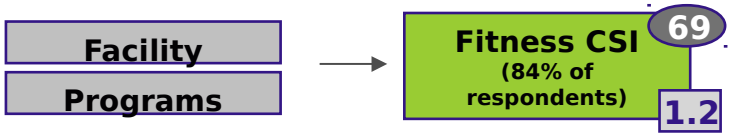
Fitness Programs
Top Priority



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Fitness Programs Usage

Usage	Average Across All Programs	Fitness Programs
Never use	69%	16%
Used in past 12 months	2%	4%
Currently use	29%	80%

Frequency of Use	Average Across All Programs	Fitness Programs
Occasionally	38%	18%
Several times a year	31%	8%
Several times a month	17%	18%
Several times a week	11%	42%
Daily	3%	15%

Characteristics of current fitness program users are very similar to the total survey population

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Fitness Facilities and Programs
Themes from Verbatim Comments

The following are the most frequently mentioned areas of concern:

- **Quality of facilities** (e.g., appearance, cleanliness, maintenance)
- **Hours of operation** (e.g., times swimming and classes are available, seasonal availability)
- **Availability of facilities** (e.g., not too crowded or too small, open according to schedule, convenience)
- **Availability of equipment** (e.g., enough equipment for number of users, selection)
- **Variety of classes and activities** (e.g., Martial Arts, Aerobics, Triathlon)
- **Cost of activities and services offered**
- **Quality of equipment** (e.g., meets fitness needs, functions properly, general condition)

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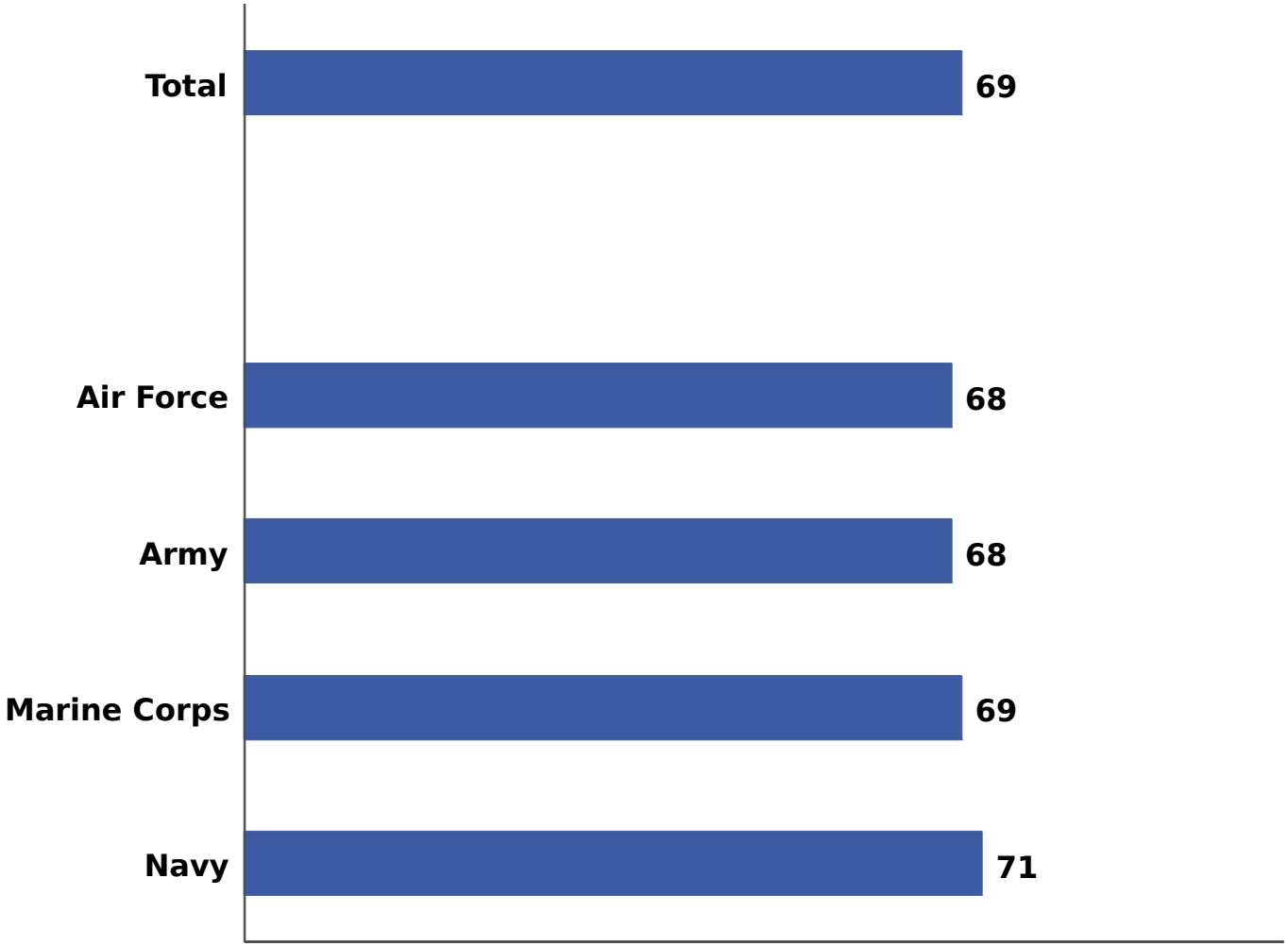
Fitness Programs CSI



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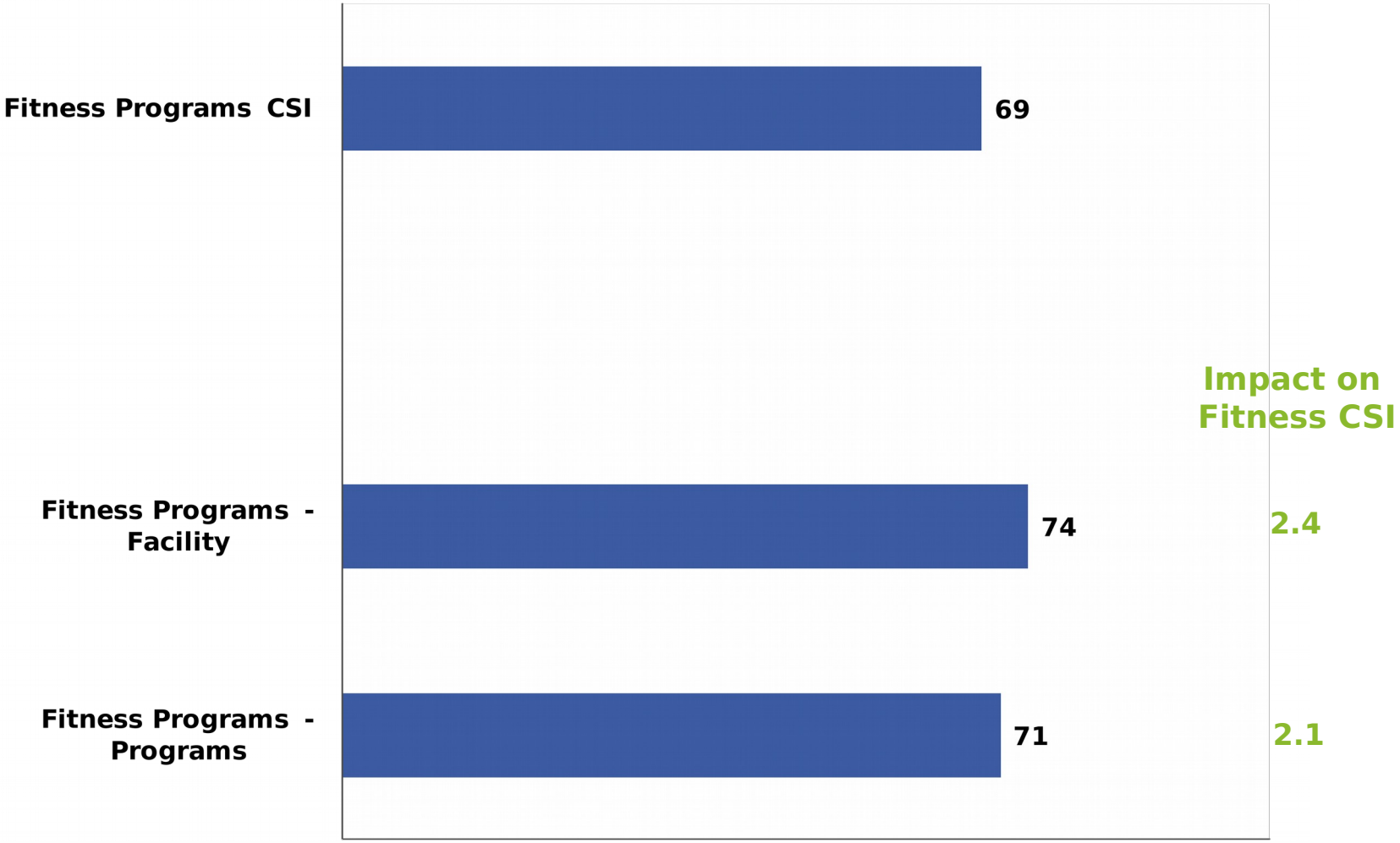
Fitness Programs
Total



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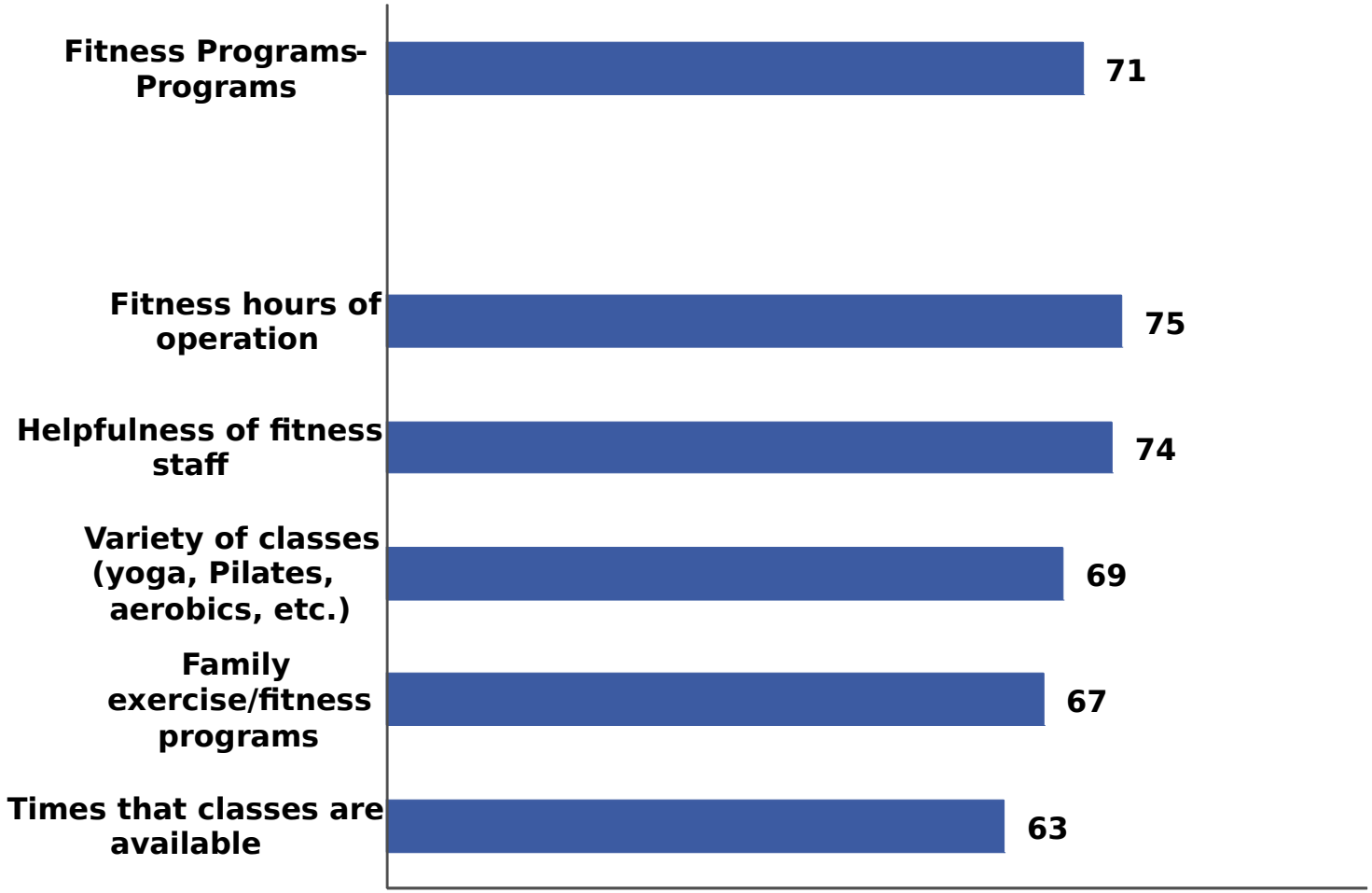
Fitness Programs – Programs
Total



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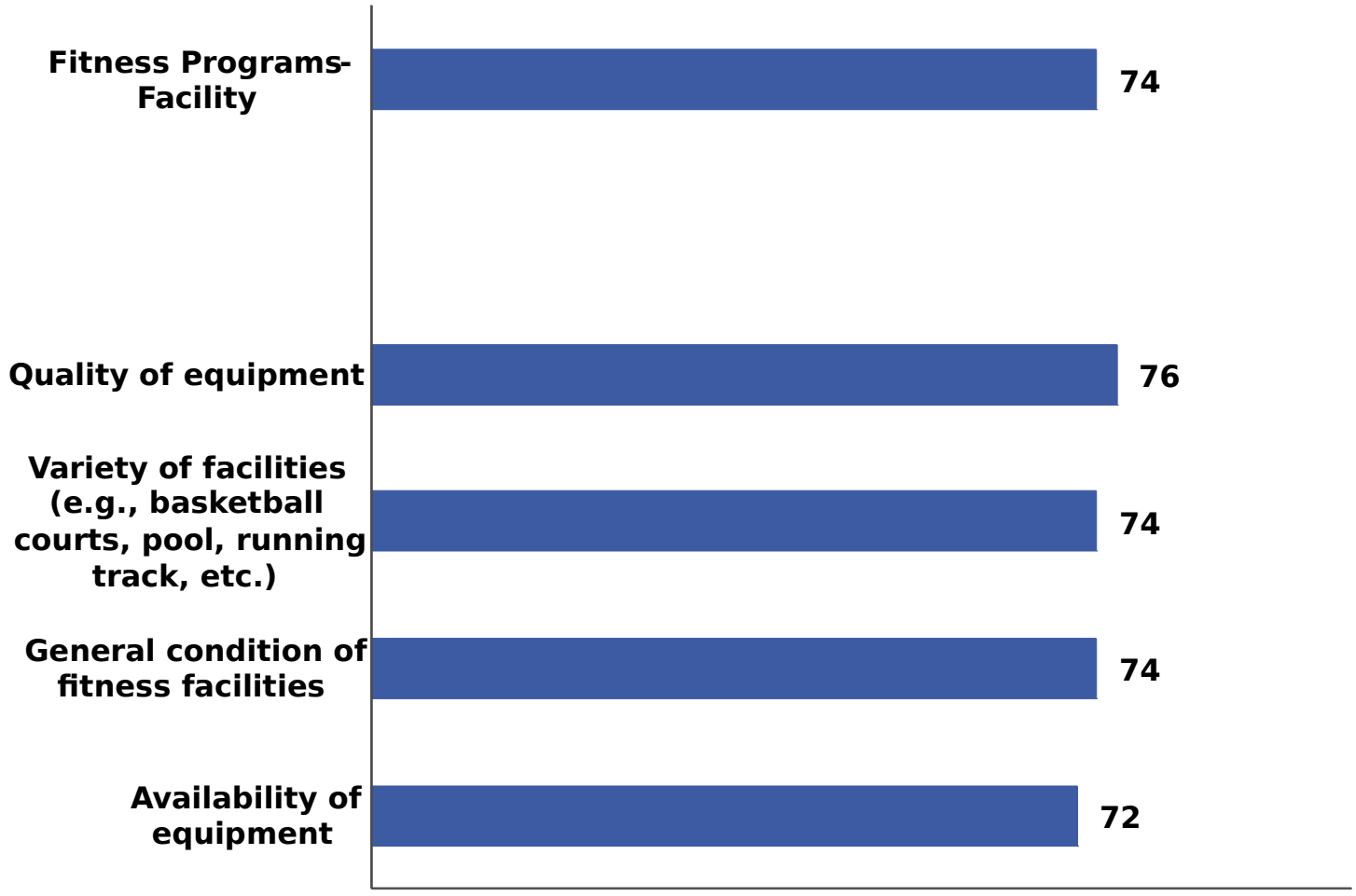
Fitness Programs – Facility
Total



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Fitness Programs
Segment Score Differences

Fitness Program CSI: 69

Lower Scoring Segments	
Personally disabled	59
Household member with disability	67
Masters/Doctorate degree	67

Higher Scoring Segments	
African American	74
Less than 3 months at current installation	73
Warrant Officer	73
20 years or more active duty	71
Navy	71

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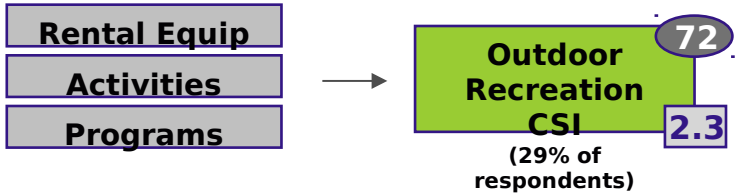
Outdoor Recreation
Top Priority



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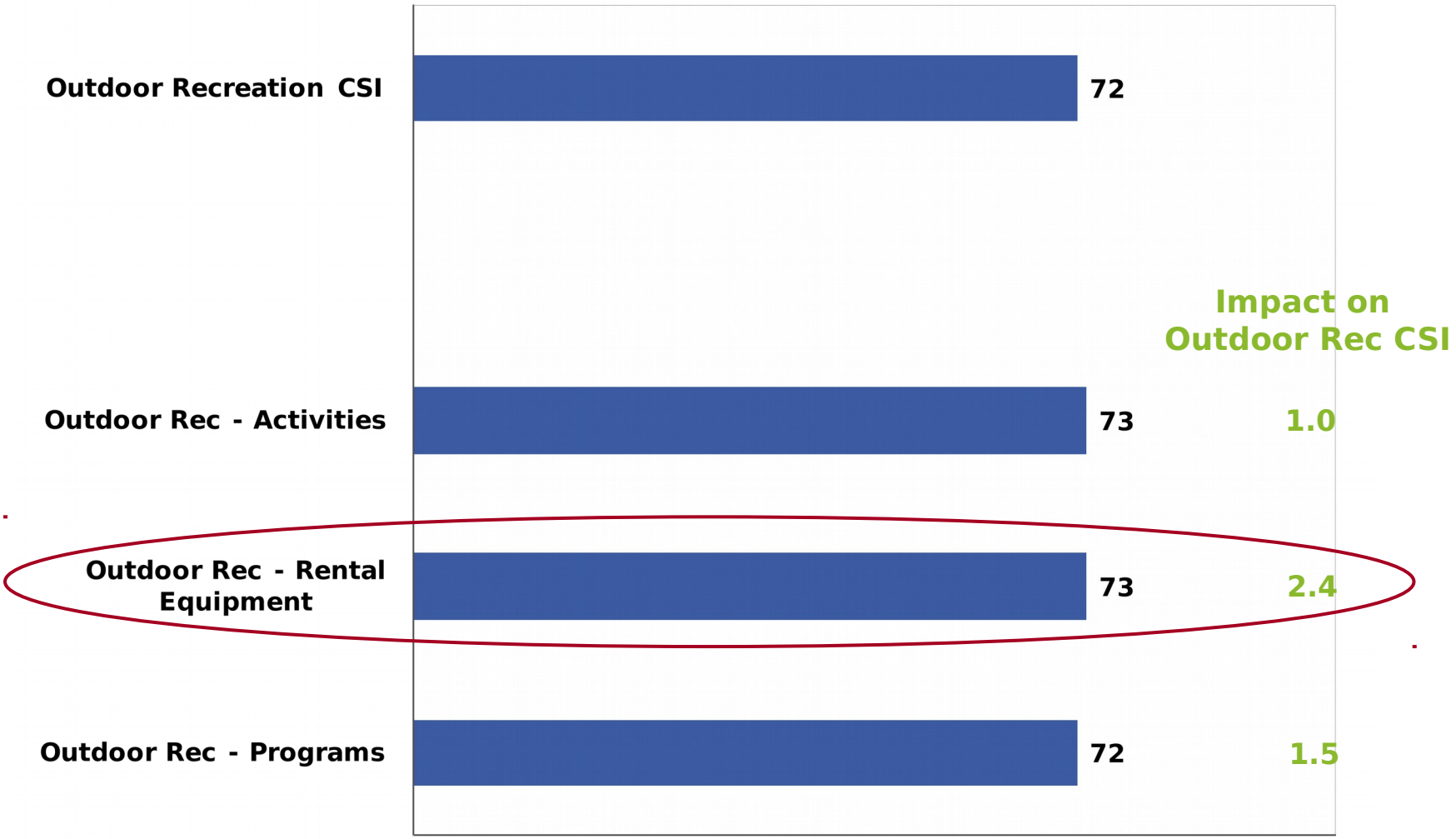
Outdoor Recreation
Total



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Remaining Programs

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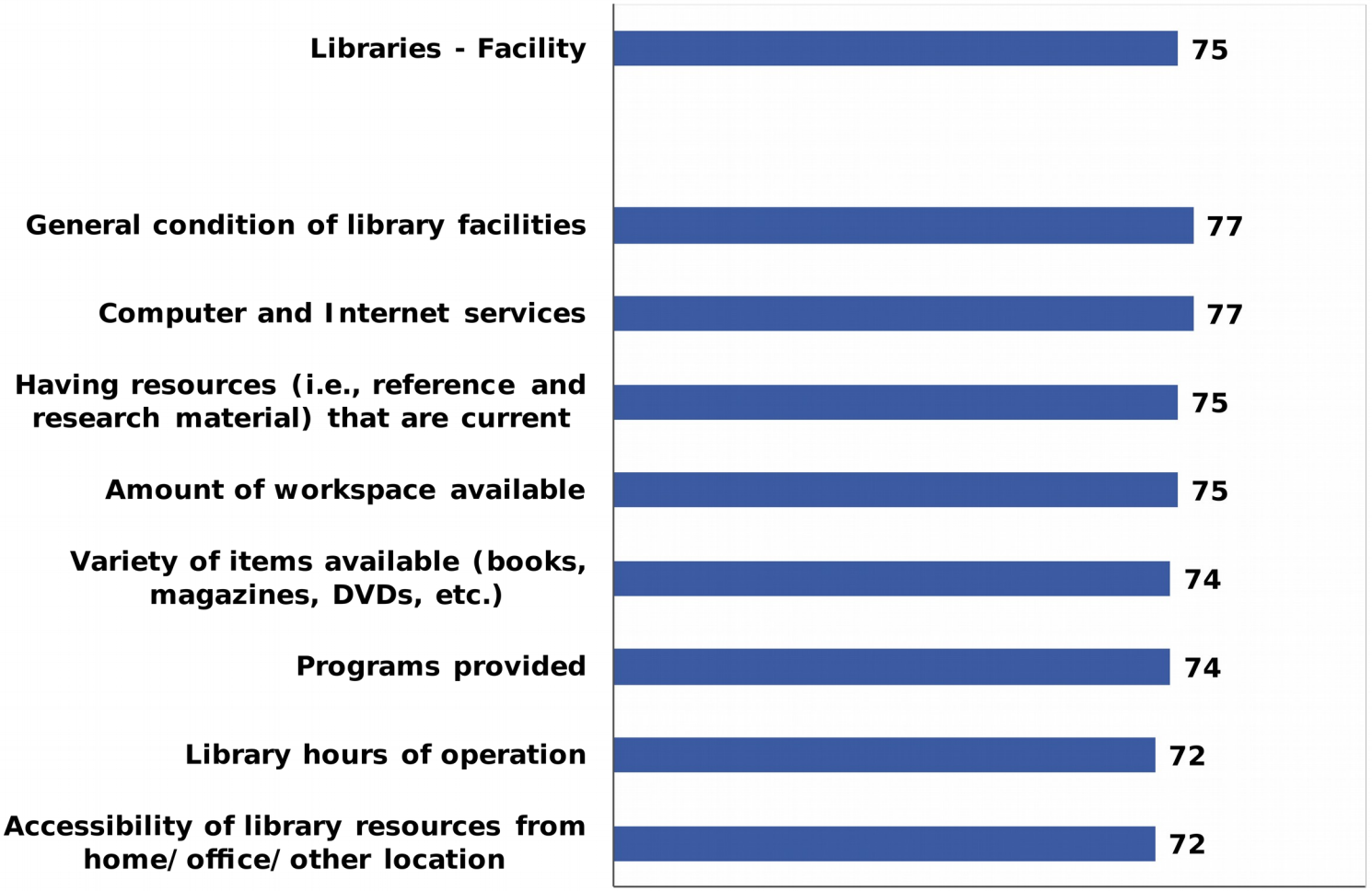
Libraries
Facility



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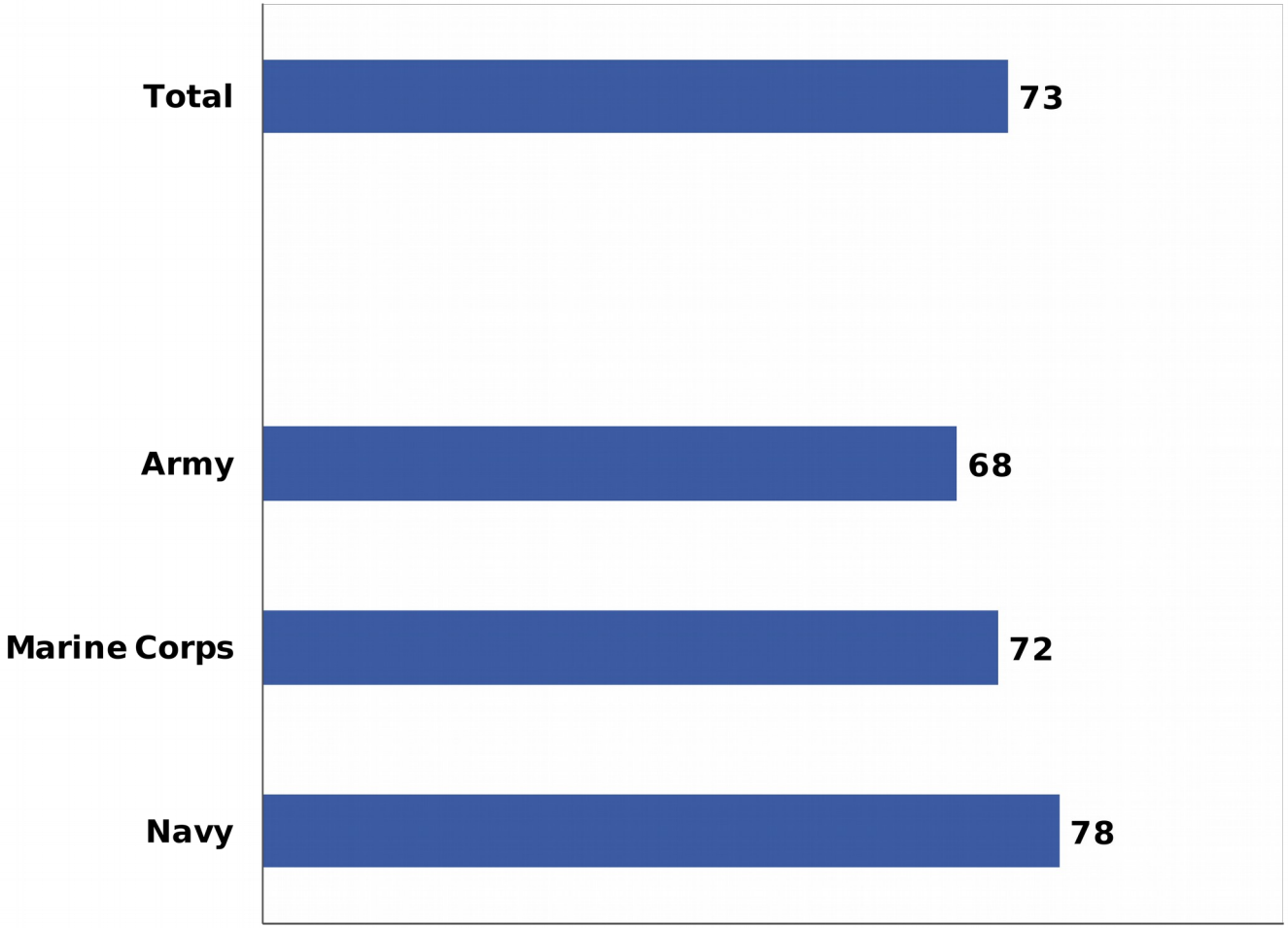
Single Programs
CSI



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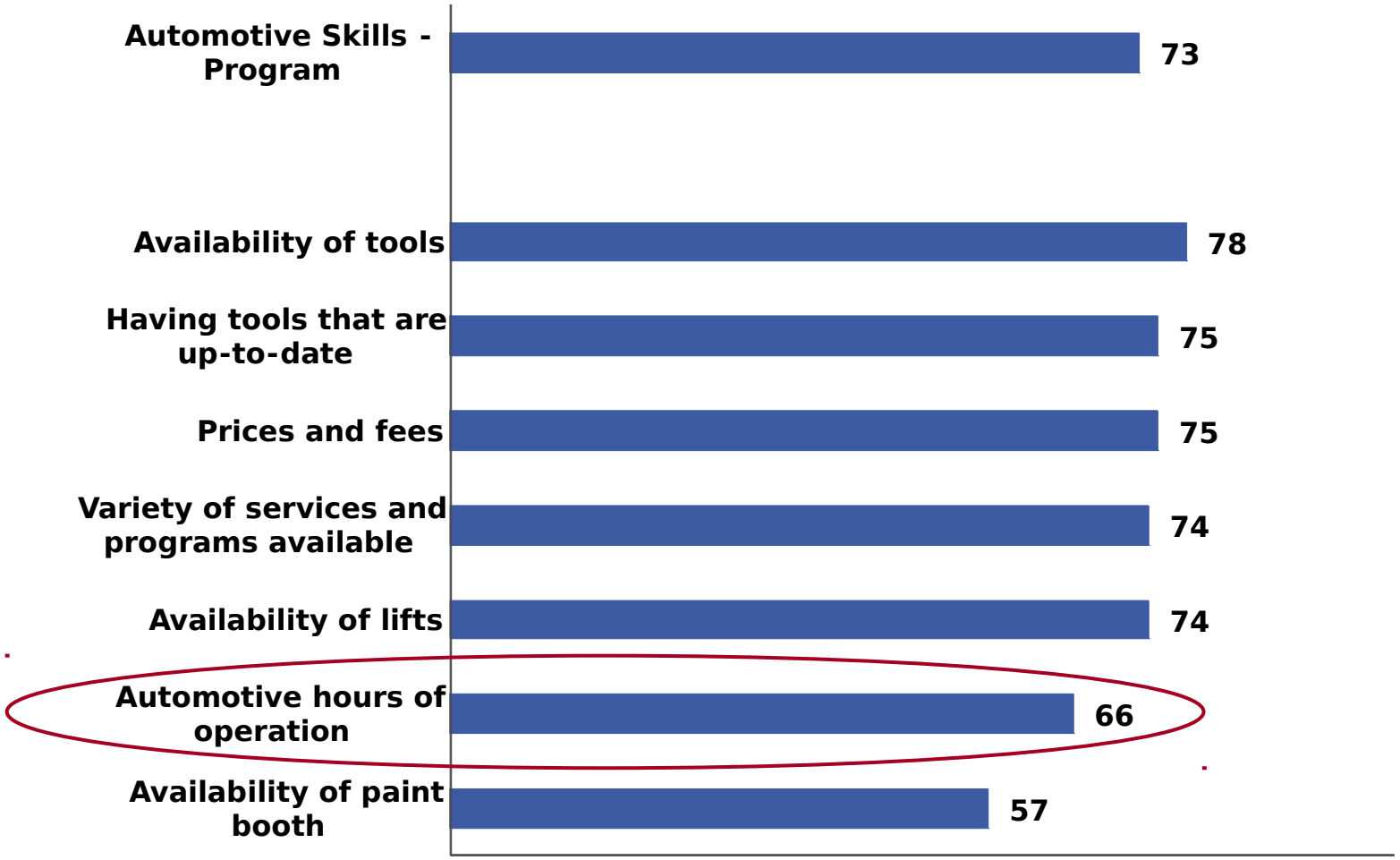
Automotive Skills

Program



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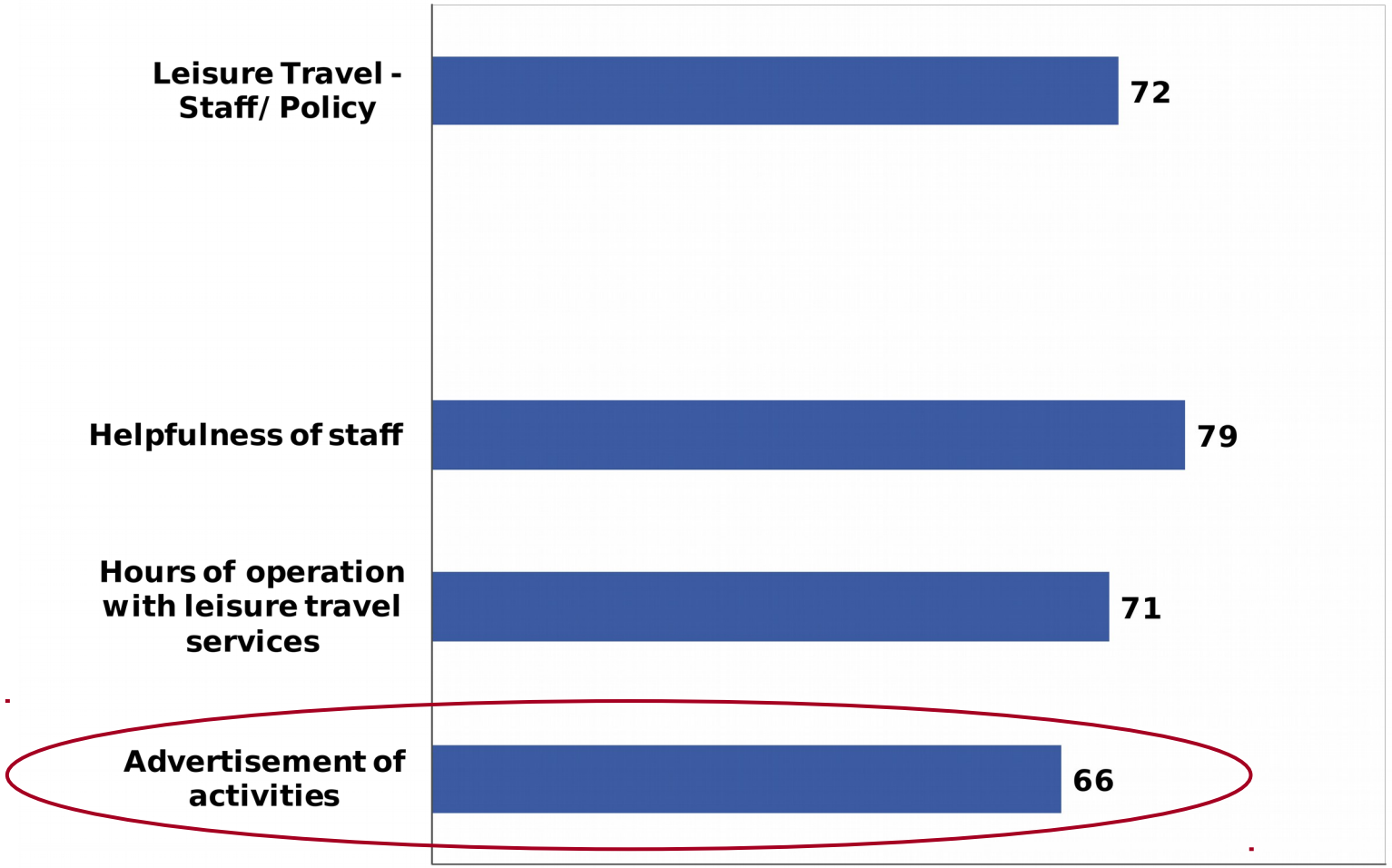
Leisure Travel
Staff/Policy



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Recreation Centers

Usage and Segment Score Differences

Usage	Average Across All Programs	Rec Centers
Never use	69%	92%
Used in past 12 months	2%	0%
Currently use	29%	8%

Higher Scoring Segments	
Average Rec Center Score	72
African American	78
Less than 3 months at current installation	76
Stationed at first installation	75
Navy	75
Participate in 3 or less programs*	75
Participate in less than 25 activities**	74

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Desired Outcomes

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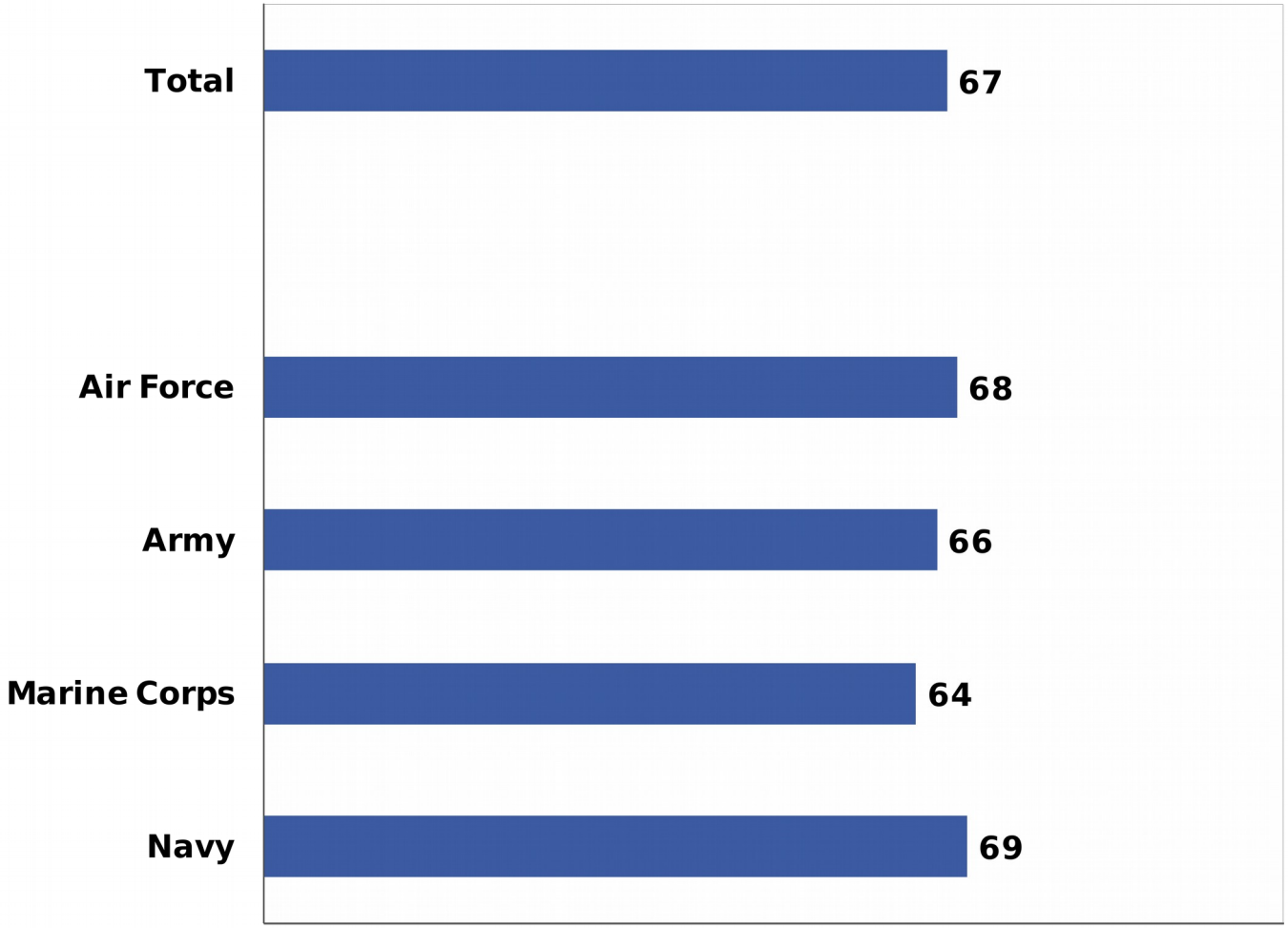
Readiness



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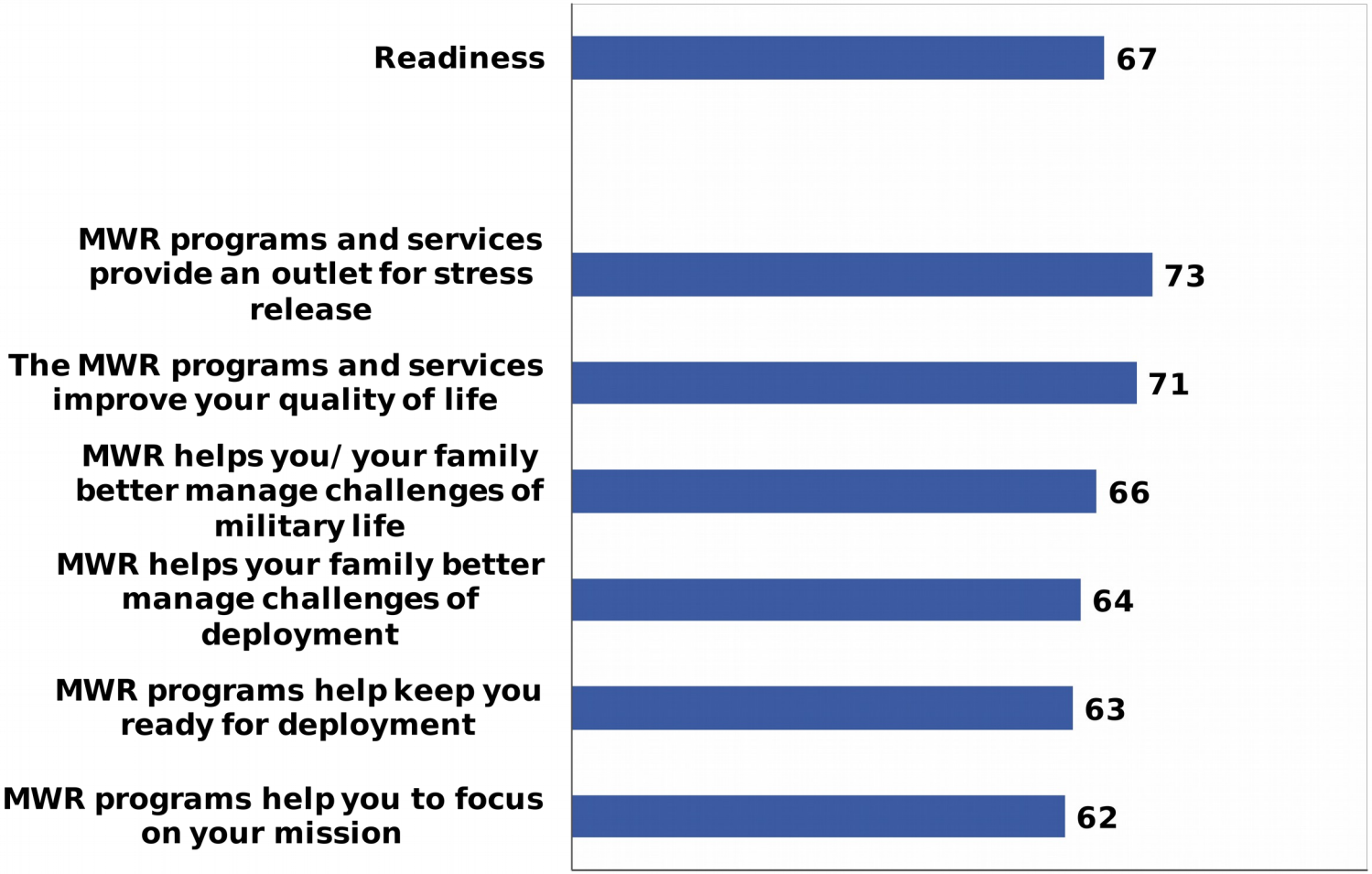
Readiness
Total


Readiness
67
MWR programs and services provide an outlet for stress release
73
The MWR programs and services improve your quality of life
71
MWR helps you/ your family better manage challenges of military life
66
MWR helps your family better manage challenges of deployment
64
MWR programs help keep you ready for deployment
63
MWR programs help you to focus on your mission
62

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Readiness
Segment Score Differences

Readiness: 67

Lower Scoring Segments	
Personally disabled	58
Participate in less than 20 activities**	60
Participate in 3 or less programs*	62
Marine Corps	64
Under 25 years of age	65

Higher Scoring Segments	
Participate in 11 or more programs*	72
Less than 3 months at current installation	72
African American	71
Participate in more than 30 activities**	70
40 years of age or over	69
18 years or more military service	69
Navy	69

*From a list of 32 services and programs, respondents were asked to identify those that they use on installation, such as library, veterinary clinic, bowling center, etc.

**From a list of 38 activities, respondents were asked to identify those in which they participate on installation or in the civilian community, such as golfing, gardening, going to movies, etc.

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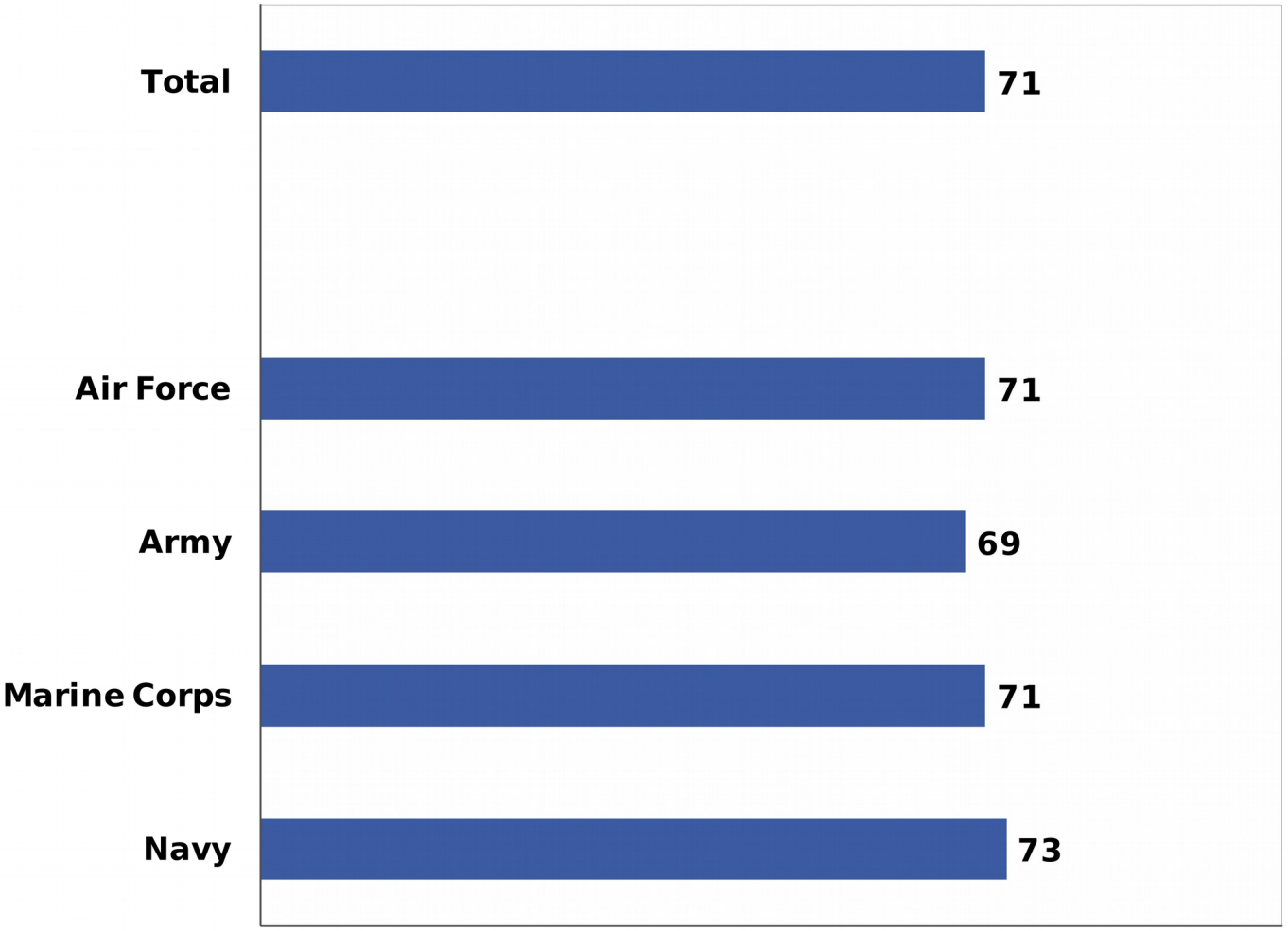
Unit Cohesion



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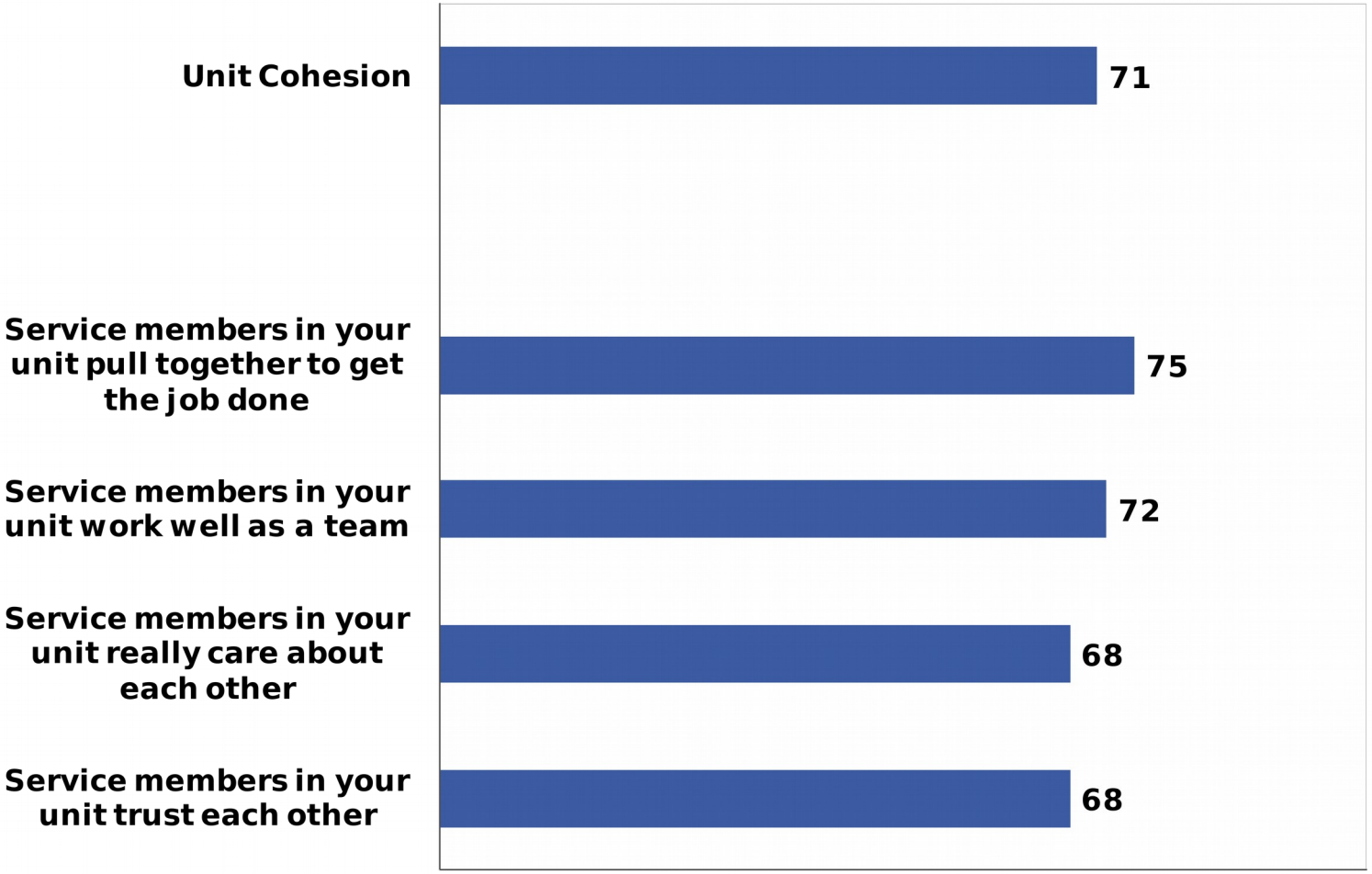
Unit Cohesion
Total


Unit Cohesion
71
Service members in your unit pull together to get the job done
75
Service members in your unit work well as a team
72
Service members in your unit really care about each other
68
Service members in your unit trust each other
68

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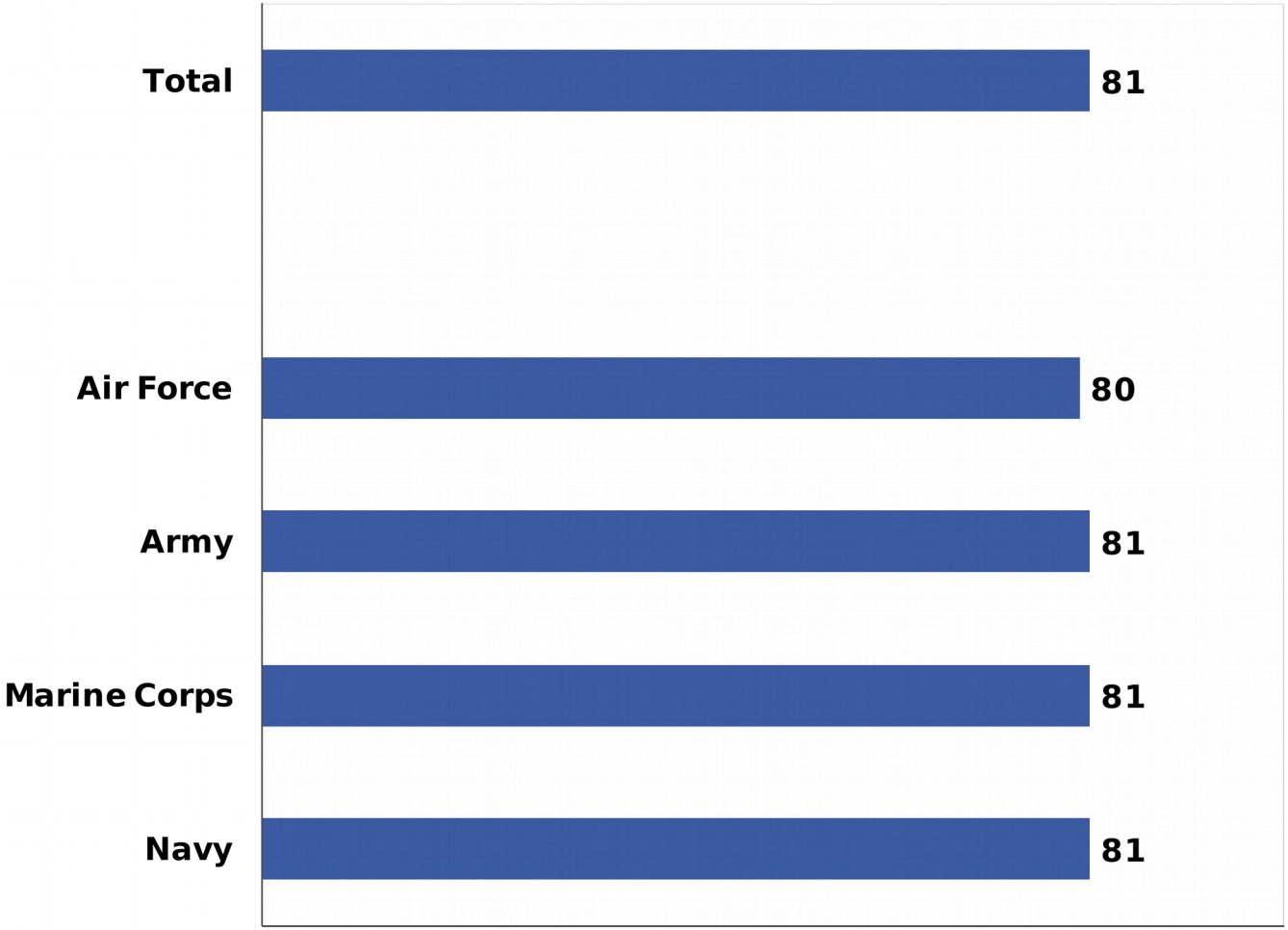
Organizational Commitment



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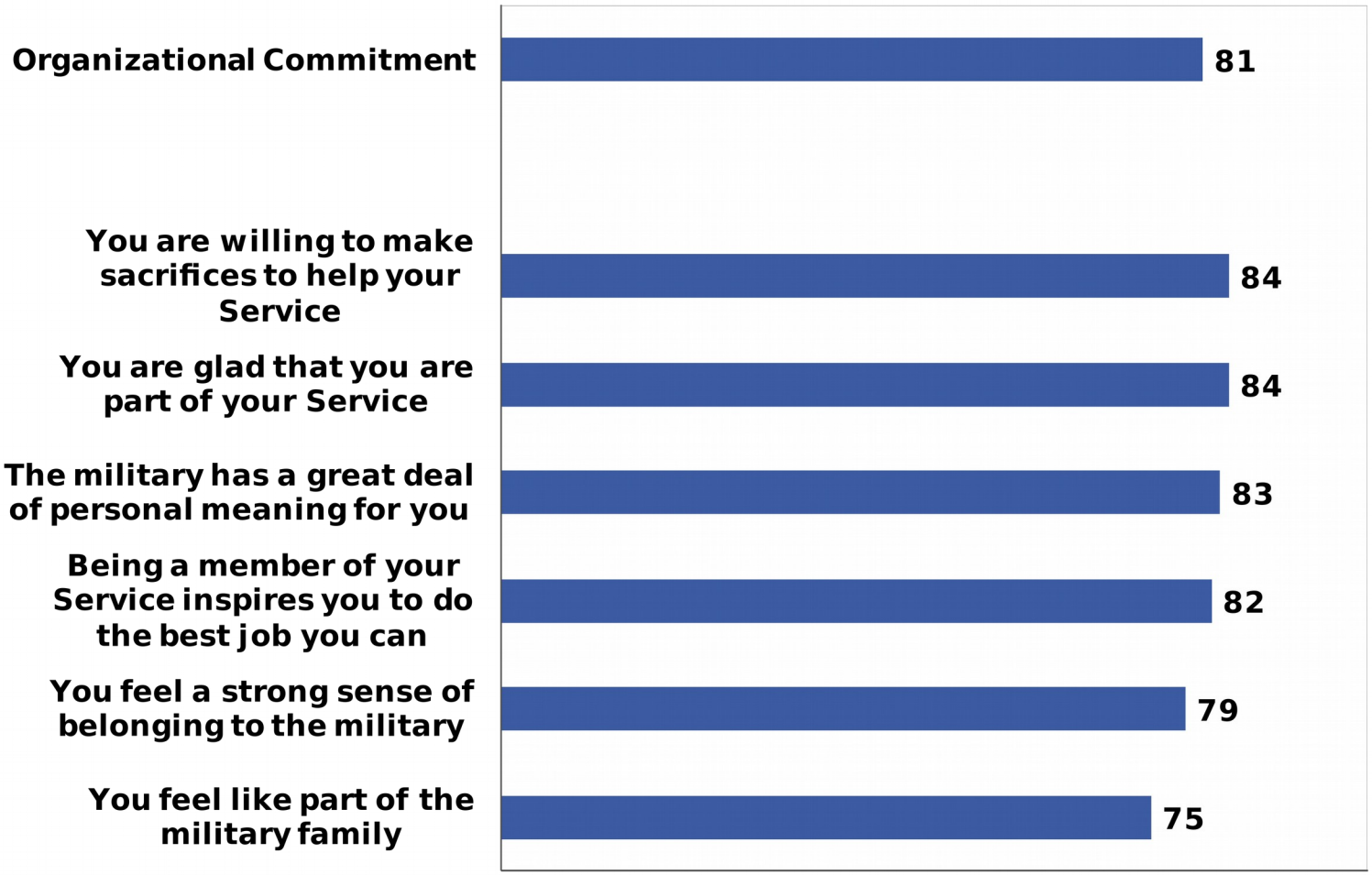
Organizational Commitment
Total


Organizational Commitment
81
You are willing to make sacrifices to help your Service
84
You are glad that you are part of your Service
84
The military has a great deal of personal meaning for you
83
Being a member of your Service inspires you to do the best job you can
82
You feel a strong sense of belonging to the military
79
You feel like part of the military family
75

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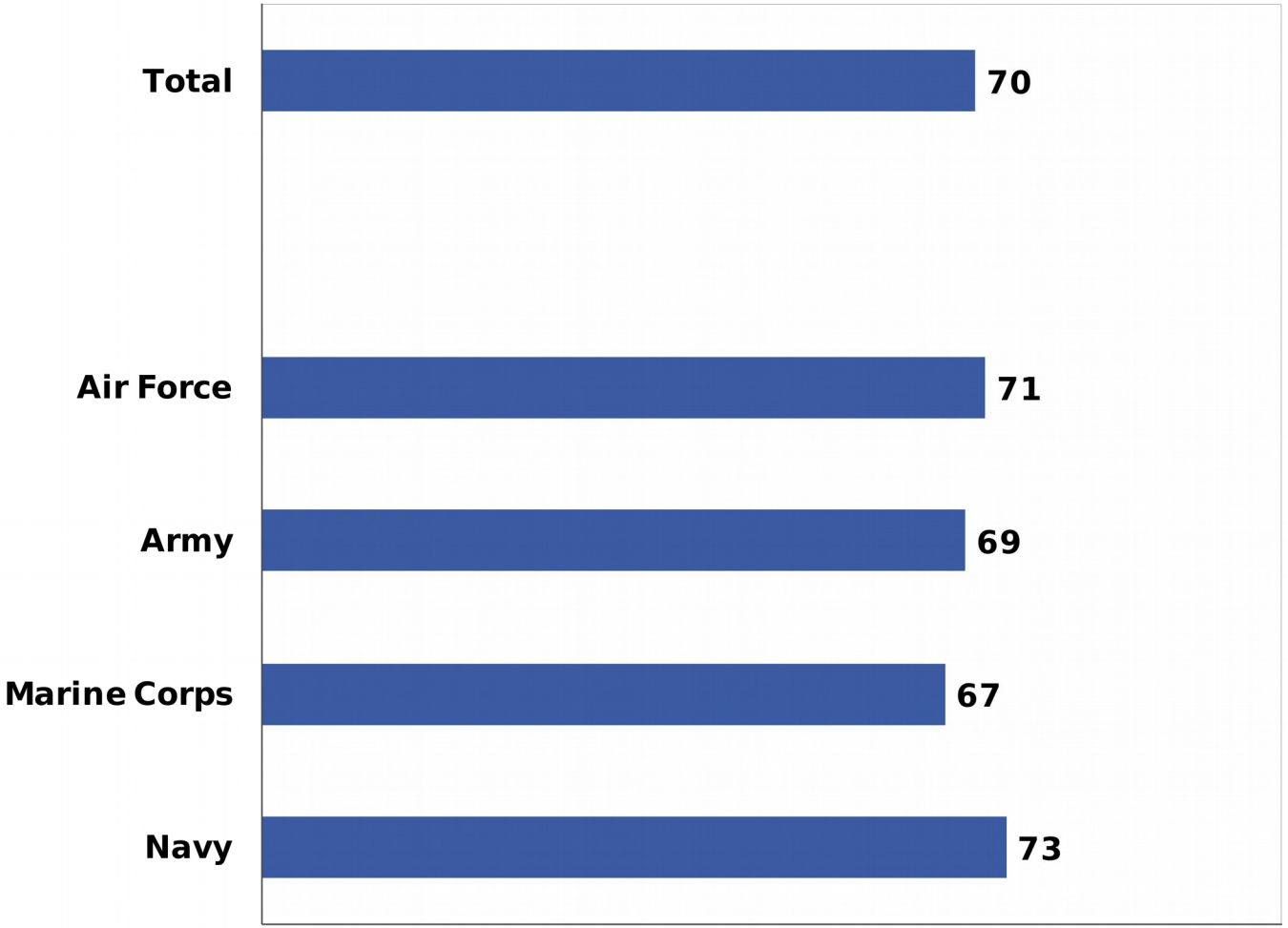
Retention



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Key Findings

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Key Findings

Top Priorities

- Top Priority areas are 1) Fitness and 2) Outdoor Recreation

Fitness

- Within Fitness, initial emphasis should be on low scoring (i.e., 60s) attributes under Programs.
- Fitness Facilities also need improvement.
- Fitness is the sole Top Priority area for those less than 25 years old.

Outdoor Recreation

- Within Outdoor Recreation, primary focus should be on Rental Equipment.

Desired Outcomes

- Of the four Desired Outcomes, MWR Satisfaction has the greatest impact on Readiness.

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Next Steps

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Next Steps

Information Review

- Ensure that your decision makers, those responsible for each program, and those who are tasked with making program changes are familiar with the results

Action Planning

- Set up action planning sessions to make sure that specific tasks and timelines are developed to address improvement opportunities
- Ensure that improvements that can be easily implemented (i.e., low cost, minimal effort) are made as soon as possible

Survey Enhancements

- Learnings from the current survey will improve the quality of the next wave

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Appendix A

Under 25 Model
Under 25 Priority Matrix

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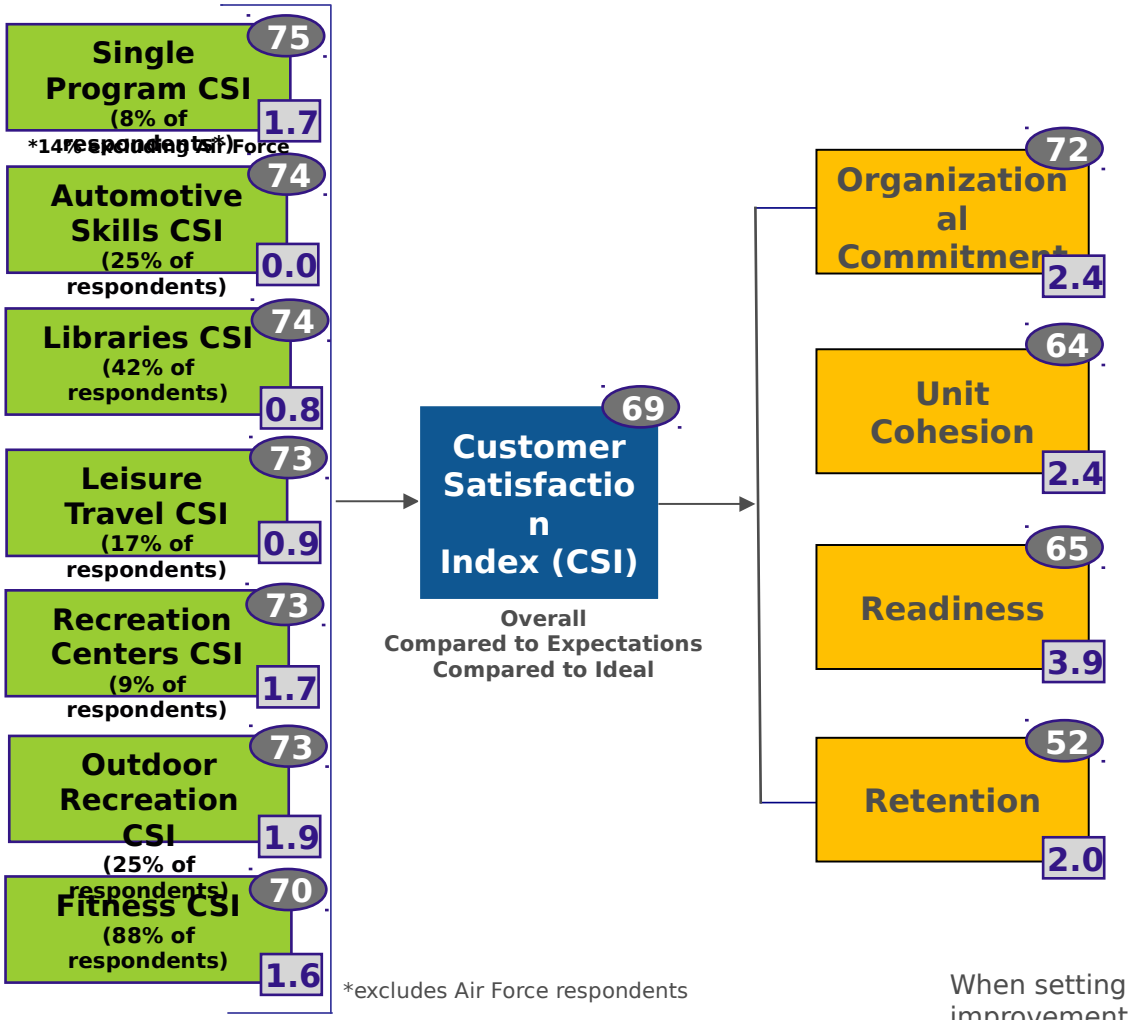
DoD MWR CSI Model - Under 25 yrs



*excludes Air Force respondents

Scores The performance of each dimension on a 0 to 100 scale. Dimension scores are made the weighted average of the corresponding survey questions.

Impacts The change in the variable to the right that results from a five point change in a ension score.

When setting priorities for improvement initiatives, scores, impacts and the percentage of personnel who participate in each program (i.e., percentage of respondents) should all be considered.

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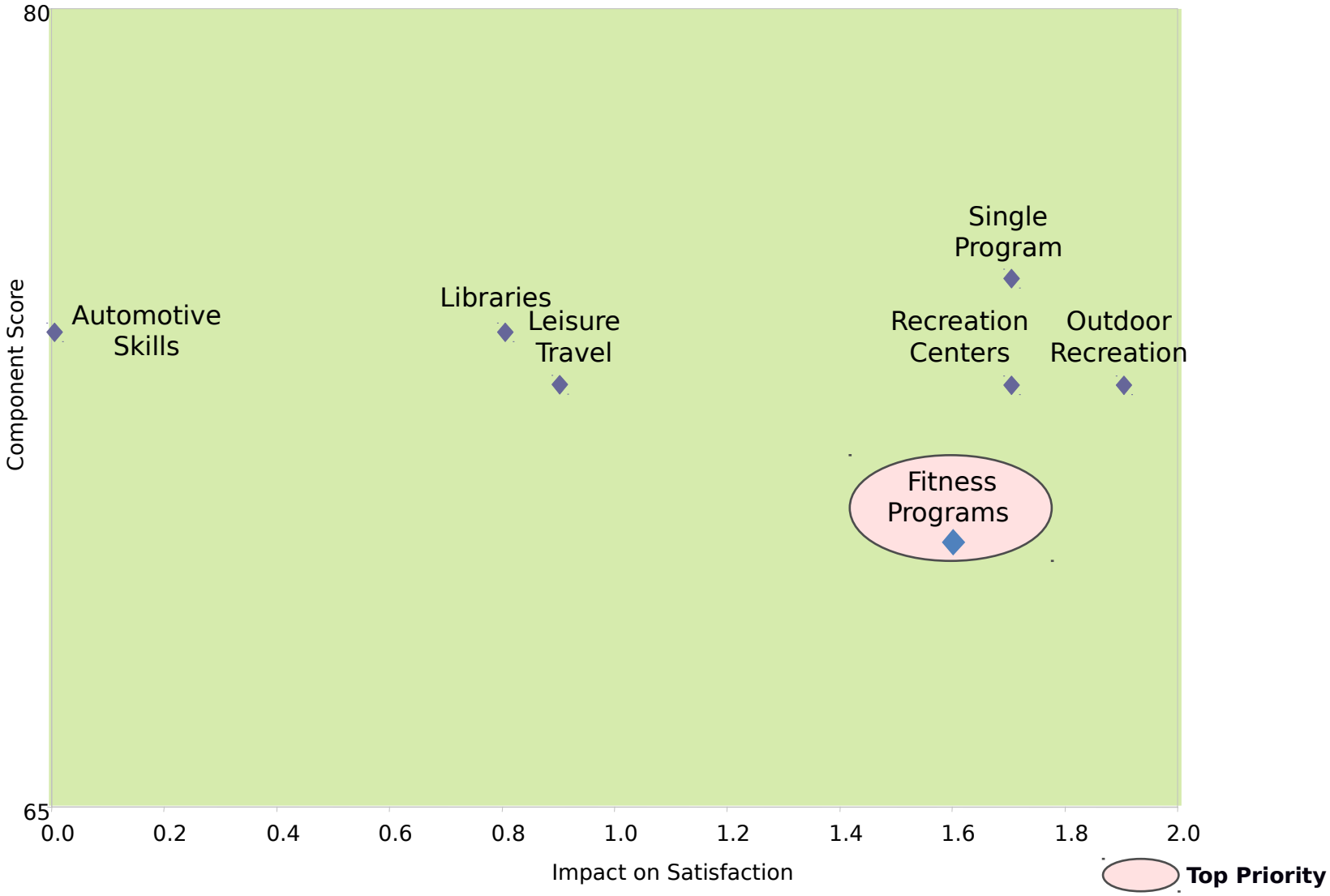
DoD MWR Priority Matrix - Under 25 yrs



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Appendix B

Detailed DoD MWR CSI Model

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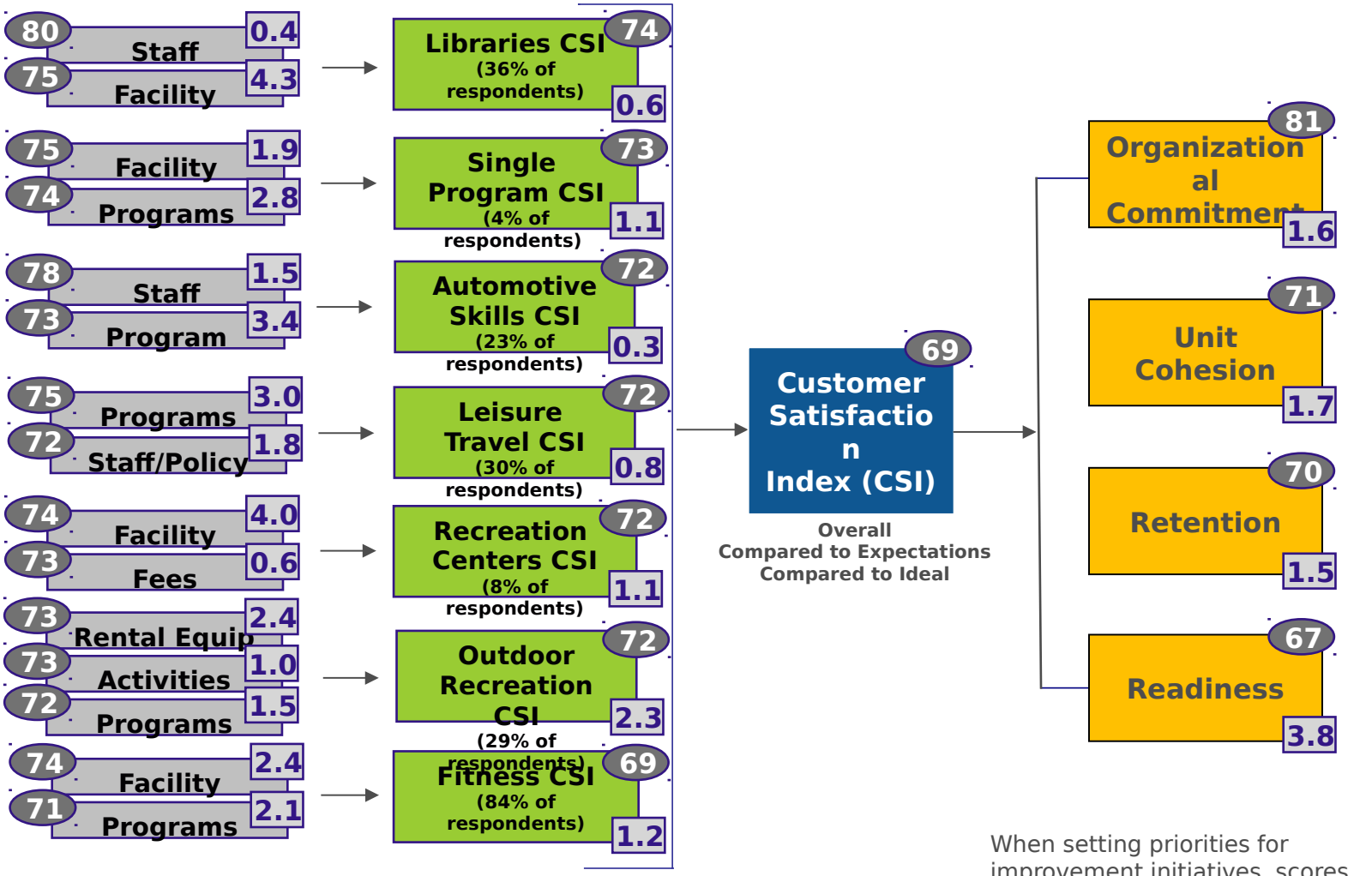
DoD MWR CSI Model


80 Staff 0.4
75 Facility 4.3
Libraries CSI (36% of respondents) 74 0.6
75 Facility 1.9
74 Programs 2.8
Single Program CSI (4% of respondents) 73 1.1
78 Staff 1.5
73 Program 3.4
Automotive Skills CSI (23% of respondents) 72 0.3
75 Programs 3.0
72 Staff/Policy 1.8
Leisure Travel CSI (30% of respondents) 72 0.8
74 Facility 4.0
73 Fees 0.6
Recreation Centers CSI (8% of respondents) 72 1.1
73 Rental Equip 2.4
73 Activities 1.0
72 Programs 1.5
Outdoor Recreation CSI (29% of respondents) 72 2.3
74 Facility 2.4
71 Programs 2.1
Fitness CSI (84% of respondents) 69 1.2
Customer Satisfaction Index (CSI) 69
Overall
Compared to Expectations
Compared to Ideal
Organizational Commitment 81 1.6
Unit Cohesion 71 1.7
Retention 70 1.5
Readiness 67 3.8

Scores The performance of each dimension on a 0 to 100 scale. Dimension scores are made the weighted average of the corresponding survey questions.

Impacts The change in the variable to the right that results from a five point change in a nsion score.

When setting priorities for improvement initiatives, scores, impacts and the percentage of personnel who participate in each program (i.e., percentage of respondents) should all be considered.

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Appendix C

CFI Group
American Customer Satisfaction Index (ACSI)
Score Calculation
Deriving Impacts

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CFI Group At a Glance

- Founded in 1988; Headquartered in Ann Arbor, Michigan
- Principals are among the world experts in constituent/ stakeholder satisfaction
- Offices worldwide; 150 full-time consultants and researchers
- 80+ clients; 150 to 180 on-going consulting projects
- Patented analytical system – US # 6,192,319
- CFI Group methodology underpins the respected econometric tool, the American Customer Satisfaction Index
  - Results published quarterly

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Unique Features of the American Customer Satisfaction Index (ACSI)

- The only uniform measure of customer satisfaction in the U.S. economy, covering sectors accounting for about 66% of GDP
- Measures the quality of economic output on a quarterly basis; complementary to productivity measures and indicative of consumer spending
- Uses multiple-item indicators to assess drivers of satisfaction
- Meets the objective of explaining desired outcomes
- Allows for comparison across agencies
- Illustrates how customer satisfaction is embedded in a system of cause and effect relationships

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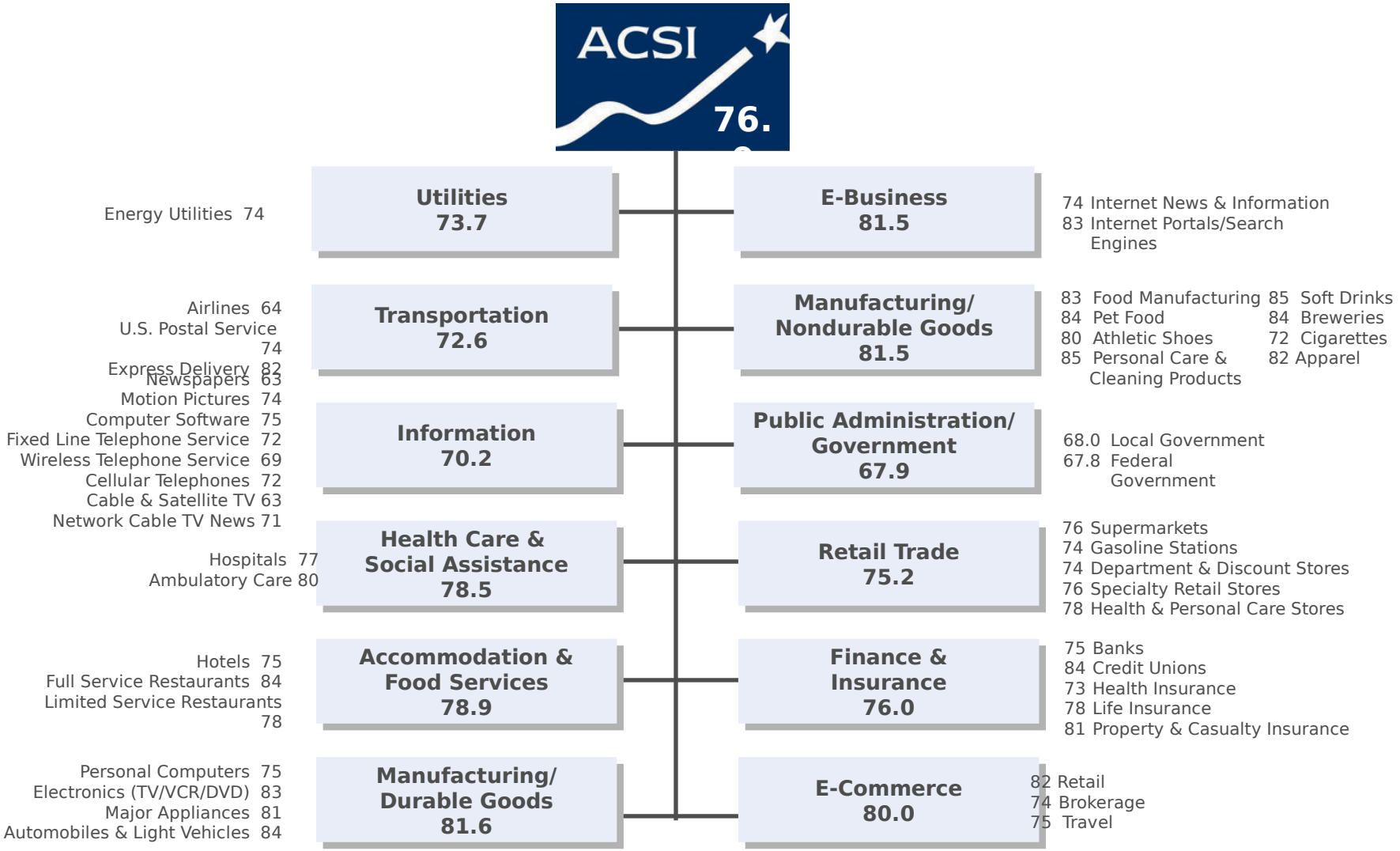
ACSI Scores – National, Sector & Industry
Q4 2008 – Q3 2009



Source: www.theacsi.org

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A Note About Score Calculation

- Attributes (questions on the survey) are typically answered on a 1-10 scale
  - Social science research shows 7-10 response categories are optimal
  - Customers are familiar with a 10 point scale

- Before being reported, scores are transformed from a 1-10 to a 0-100 scale
  - The transformation is strictly algebraic; e.g.

Orig. (1-10)	Trans. (0-100)
1	0
2	11.1
3	22.2
8	77.8
9	88.9
10	100

  - The 0-100 scale simplifies reporting:
    - Often no need to report many, if any, decimal places
    - 0-100 scale is useful as a management tool

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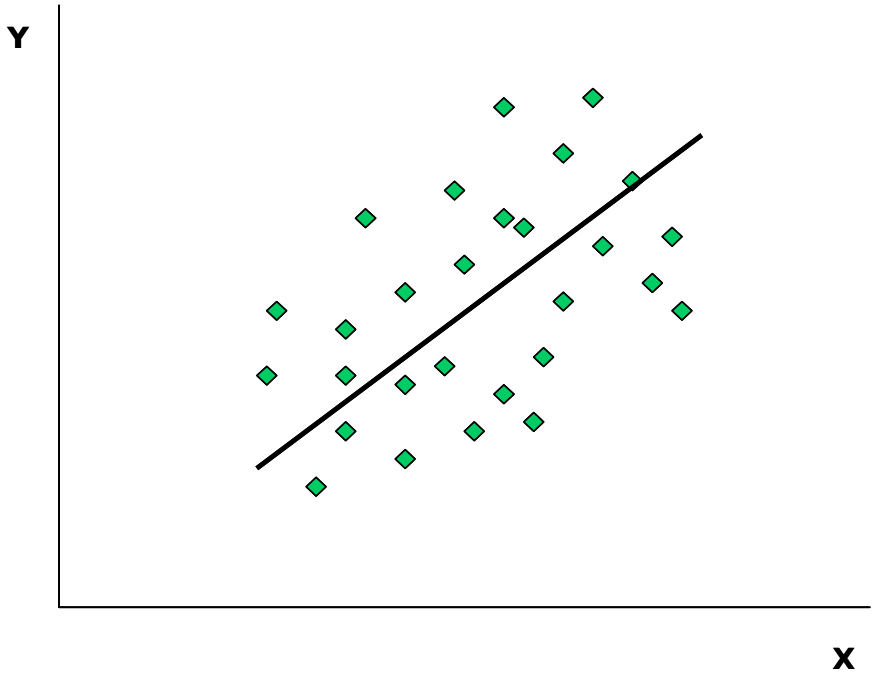
Deriving Impacts

- Remember high school algebra? The general formula for a line is:

  y = mx + b

- The basic idea is that x is a "cause" and y is an "effect", and m represents the slope of the line – *summarizing the relationship between x & y*



- CFI Group uses a sophisticated variation of the advanced statistical tool, Partial Least Squares (PLS) Regression, to determine impacts when many different causes (i.e., quality components) simultaneously effect an outcome (e.g., Customer Satisfaction)

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